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A Study of the Development of Services, Facilities, and Professional Standards of Catholic Charities of Tennessee, Inc., 1962 - 1967

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To the Graduate Council:

I am submitting herewith a thesis written by Louis Jules Junod entitled "A Study of the Development of Services, Facilities, and Professional Standards of Catholic Charities of Tennessee, Inc., 1962 - 1967." I have examined the final electronic copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Social Work.

Richard Gene Vance, Major Professor

We have read this thesis and recommend its acceptance:

Roberta M. Hampton

Accepted for the Council:

Carolyn R. Hodges

Vice Provost and Dean of the Graduate School

(Original signatures are on file with official student records.)

May 15, 1968

To the Graduate Council:

I am submitting herewith a thesis written by (Rev.) Louis Jules Junod entitled "A Study of the Development of Services, Facilities, and Professional Standards of Catholic Charities of Tennessee, Inc., 1962 - 1967." I recommend that it be accepted for nine quarter hours of credit in partial fulfillment of the requirements for the degree of Master of Science in Social Work.

Richard Gene Vance
Major Professor

We have read this thesis and
recommend its acceptance:

Ernest J. Munn

Robert Dr. Hampton

Accepted for the Council:

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Vice President for
Graduate Studies and Research

A STUDY OF THE DEVELOPMENT OF SERVICES, FACILITIES,
AND PROFESSIONAL STANDARDS OF CATHOLIC CHARITIES
OF TENNESSEE, INC., 1962 - 1967

A Thesis
Presented to
The Graduate Council of
The University of Tennessee

In Partial Fulfillment
of the Requirements for the
Degree Master of Science in Social Work

by
(Rev.) Louis Jules Junod
June 1968

ABSTRACT

The purpose of this paper is to study the development of the social welfare program of Catholic Charities of Tennessee, Inc., from 1962 to 1967 and to determine if development has resulted in improved services, facilities, and professional standards.

The material for this study was gathered by personally interviewing the top executive at each agency. Also, except in East Tennessee, the locations were visited, employees talked with, and facilities observed. In addition, the central files of the Executive Office of Catholic Charities of Tennessee, Inc., the files of the area offices, and the central files of the diocesan chancery office were utilized in the study.

The study determines that a positive development has occurred in the services, facilities, and professional standards of the social welfare program of Catholic Charities of Tennessee, Inc., from 1962 to 1967. The development has overcome the major problems faced by the organization in 1962. The study indicates that the priests' potential and the agency potential is held latent by a centralization of authority in the Executive Office. The study concludes with the recognition that the present state of growth permits greater emphasis to be placed upon the development of the priests' and agencies' potential.

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CHAPTER I

THE PROBLEM AND DEFINITION OF TERMS USED

I. BACKGROUND

Throughout the years there has been a growing awareness in the Catholic Diocese of Nashville of the need and importance of social welfare services for the members of the Church and the community at large. Under the leadership of Bishop William L. Adrian, D.D., the Diocese of Nashville responded to the pressing social welfare demands in several ways. It encouraged the enlargement and improvement of services of existing institutions and initiated new facilities such as a maternity home for unwed mothers, a residence for elderly people, and additional casework services.¹

The necessity of meeting the Tennessee Department of Public Welfare licensing requirements made the Bishop cognizant of the deficiencies of the Catholic social welfare program. The Bishop also recognized the fact that Catholic Charities in Tennessee lacked the organization suggested by the National Council of Catholic Charities and the standards in actual operation in many nearby dioceses. The Bishop

¹George J. Flanigen (ed.), Ad Multos Annos (Nashville: Catholic Diocese of Nashville, 1961), p. 49

granted a diocesan priest a scholarship for study in the field of social work because he believed that such formal education would aid in the desired development of the agency.

The central charities office in Nashville was incorporated on July 17, 1960, under the title of Catholic Charities of Tennessee, Inc. The priest who had earned his master's degree in social work was appointed as director of the new corporation.

II. THE PROBLEM

General Statement

In 1962 a study was made of the social welfare program of Catholic Charities in Tennessee. At that time guidelines were set forth for the development of professional standards and improvement of existing services and facilities.² This study will compare the present welfare program with that of 1962 and describe development since 1962.

Statement of the Problem

This paper recognizes that a development of services, facilities, and professional standards has occurred in the social welfare program of Catholic Charities in Tennessee, Inc., from 1962 to 1967. The purpose of this paper is to

²Leo C. Siener, "Guidelines for the Development and Professionalization of a Catholic Social Welfare Program in Tennessee." (unpublished Master's thesis, The University of Tennessee, Knoxville, 1962), pp. 57-67.

trace the development and, to determine if such development has resulted in improved services, facilities and professionalization which can be recognized by:

1. The new services instituted, existing services expanded to meet contemporary needs, and the elimination of services outdated.
2. The additional and improved facilities which provide space and the major equipment necessary for maintenance of new and continued programs.
3. The personnel development that has resulted in employment of professional, degree-holding, and experienced people in the agencies.

Importance of the Study

An internal study is necessary at this time in order to learn precisely and in orderly fashion what developments have occurred since 1962. The study will correct the lack of formalized knowledge regarding the development of services, facilities and professional standards of the agency. The centralization of such information will permit study of areas in which guidelines have been weak and will provide a basis for the proper consideration of the establishment of future formalized guidelines and policies regarding services, facilities, and professional standards.

Limitations of the Study

The study is concerned essentially with Catholic Charities of Tennessee, Inc. Further, the study is concerned only with the services, facilities, and professional standards of those agencies under the direct jurisdiction of Catholic Charities of Tennessee, Inc. It specifically excludes all agencies controlled by other departments within the Diocese of Nashville or those not directly and specifically under the agency's jurisdiction.

III. DEFINITION OF TERMS

"Development" is the process of a positive, constructive growth in services, facilities, and professional standards based upon observable and measureable indicators such as historical, statistical, personnel, and accounting records, and norms of professional standards.

"Service" refers to all types of assistance rendered by the individual agencies such as adoption, emergency aid, care for unwed mothers, and homes for children.

"Facilities" refers to the physical space and major equipment necessary for maintenance of programs.

"Professionalization" means the moral, intellectual, social, and educational qualities and conduct characteristic of the social work profession such as set forth in the code

of ethics adopted by the National Association of social workers and the state requirements for licensing of the individual social agencies.

"Social welfare program" is the complex of institutions, services, and social action programs sponsored by Catholic Charities of Tennessee, Inc.

"Catholic Charities of Tennessee, Inc." is a department in the Catholic Diocese of Nashville which coordinates and cooperates in the administration of the diocese's social welfare program. The diocese and the department of Catholic Charities of Tennessee, Inc., encompass the geographical area of the State of Tennessee.

"Improved" refers to the betterment of services, facilities, and a higher level of professionalization.

IV. METHOD OF STUDY

The top executive of each agency administered by Catholic Charities of Tennessee, Inc., has been interviewed, the location visited, employees talked with, and facilities observed. Material connected with affiliated agencies has been secured through personal interviews, the central files of the executive office of Catholic Charities of Tennessee, Inc., as well as the central files of the diocesan chancery office.

V. ORGANIZATION OF THE THESIS

The first chapter provides the background information of the study and furnishes specific knowledge that the purpose of the paper is to trace the development of Catholic Charities of Tennessee, Inc., from 1962 to 1967, and to determine its effects upon the services, facilities, and professionalization of the program. The value and limitations of the study are set forth and terms are then defined. The chapter then concludes with an overall insight into the organization of the thesis.

The theological and philosophical postulates of any study considering Catholic charities were set forth very clearly in the 1962 thesis.³ However, the principles outlined apply specifically to Catholic charities as such, regardless of the origin of such charitable work. In order to make clear the distinction between Catholic charity, as such, and the work of Catholic Charities of Tennessee, Inc., Chapter II deals with "Understanding Catholic Charities." This chapter proposes to deepen the knowledge of Catholic charities and clarify the area of study.

Chapter III presents the organizational structure and an analysis of the pertinent points of each office or

³Ibid p. 7

location along with the major problems under consideration for correction in 1962. The chapter concludes with a choice of the Executive and Administrative Office of Catholic Charities of Tennessee, Inc., as the stationary point from which development and its effects will be considered.

Chapter IV actually traces the development which has occurred from 1962 through 1967 and describes the present status. First, a description of the growth in the charity offices is given and then each organization or institution is specifically considered under the development and present situation.

Chapter V reflects upon the development as related to the basic Catholic philosophy on which the organization is founded and offers specific recommendations for consideration. The chapter and the thesis end with a brief conclusion that a positive development has occurred in the social welfare program since 1962 and that new problems have arisen which require attention.

CHAPTER II

I. UNDERSTANDING CATHOLIC CHARITIES

The Philosophy of Catholic Charity

The theological and philosophical postulates for any study of Catholic Charity were set forth in the 1962 thesis.¹ It is not the intention of this writer to review the material presented in the previous study and on file in the Executive Office of Catholic Charities, readily available for perusal. However, the mandate of charity existing and practiced at every level of the church organization frequently overlaps with the established diocesan office of Catholic Charities. Each level, the bishop, the pastor, individual groups, or organizations, has many of the same basic purposes and carries out many of the same functions. Each level may cooperate but is completely free to reach their own decisions regarding charitable service. This chapter is written to make clear the distinction between Catholic charity in general existing within the Church and the work of an established Catholic Charities Diocesan Office. More directly it is intended to make clear the distinction between the many Catholic charity activities in

¹Leo C. Siener, "Guidelines for the Development and Professionalization of a Catholic Social Welfare Program in Tennessee." (unpublished Master's thesis, The University of Tennessee, Knoxville, 1962), pp. 7-12

the diocese of Nashville and the Catholic charities activities of Catholic Charities of Tennessee, Inc.

The work of charity within the Church is based on the two great commandments of the law paraphrased thus, "Thou shall love the Lord thy God, and thy neighbor as thyself." This command of charity flows from the responsibility for the welfare of all fellowmen as brothers in the human family. It is the love of God and of neighbor which clearly makes obvious the true follower of Christ. Catholic charity has, therefore existed in the Church since the time of Christ. Concern for the spiritual, emotional, social, physical, and material needs of every human being is part and parcel of being a Christian. Of necessity then, this charity of the Church continues to present times and is carried out by individual Christians and individual pastors, and by the individual bishop in multiple and continually expanding ways. Each individual member of the People of God is a symbol, an image of Christ, and represents and reflects Him on earth. Each individual is the living reality in which others may see Christ. Such witness clearly includes the presentation of Christ to the world through acts of charity. Each man, therefore, is required to serve his fellowman, and most and most especially the poor and the suffering.

The function of each Christian to announce the

charity of Christ and to perform acts of loving service is discharged both individually and communally.² The Church teaches and Vatican II stresses in many ways that men attain salvation not merely individually, but also through mutual bonds with other men. The People of God as a whole have an individual and group function of witnessing the charity of God and serving the needs of man. The Christian man recognizes that the responsibility to be his brother's keeper extends not only to the individual man but to all the institutions of our society which are based upon the Judeo-Christian heritage.

Catholic Charities Defined

The very fact that the community as a group as well as the individual has the responsibility of charity implies that the activities of the individuals who make up the community must be organized and coordinated for charitable activities. The organized expression of charity coordinated by an individual or an agency so appointed to the task is what we commonly know as Catholic charity in the Church of the United States. Catholic charity in this sense is distinguished from the individual Christian act. Catholic charity in this sense is the public communal response of the People of God to the needs of men. Catholic charity when

²Donald R. Campion, S.J. (ed.), Serving Families and Children. (Washington: National Conference of Catholic Charities Press, 1967), p. 10.

viewed in this way cannot be identified with one particular type of service. It is a mistake to see Catholic charity as synonymous with social casework or family services or professional social work. Catholic charity is much broader than this and must include within it all the personal community activities that can be included in the field of charity. Catholic charity is not a particular technique nor a particular program, but is focused upon the human person and, therefore, is as broad and as varied as the needs of people.³

The Diocesan Catholic Charities Office

The individual bishop of a diocese must concern himself with the problems of taking care of the poor and the needy in his own jurisdiction. The Diocese of Nashville encompasses the entire state of Tennessee. The bishop is thus automatically head of an organized and coordinated group of people dedicated to lives of charity. Traditionally the bishop delegates pastors to smaller geographical areas and the pastors assume the responsibility for charity within the areas. The people of the parish unite with the pastor in his service of charity, for the welfare of their brother continues to be an individual duty, performed either as personal charity or in cooperation with the organized community.

³Ibid, pp. 10-11

Again, all charity within the diocese is under the direction of the bishop. Since the ordinary of a diocese is faced with many weighty and difficult tasks in the performance of his office, he appoints one or more priests to the apostolate of promoting organized charity in his diocese, thus creating the diocesan office of Catholic charities. In the state of Tennessee this office is incorporated and known as Catholic Charities of Tennessee, Inc. The role of the diocesan charity office includes the coordination of the common, corporate charitable activities of the Church. It stimulates, organizes, directs, and administers programs and activities. It encourages the individual expression of charity and seeks to enlist the entire Christian community in the apostolate of charity. Primarily, the office attempts to develop special service programs and professional competence in those areas beyond the resources or skills of the individual parishes and group organizations. The diocesan charity office proposes to develop a skilled staff, both religious and lay, of dedicated volunteers for coordinated professional service within the framework of traditional Catholic charity.⁴ In addition, the office seeks not only the solutions to the problems of an individual or group, but also seeks by

⁴Ibid, p. 11

competent research and study with national and local civic efforts to aid in the elimination of root causes of social disorder.

CHAPTER III

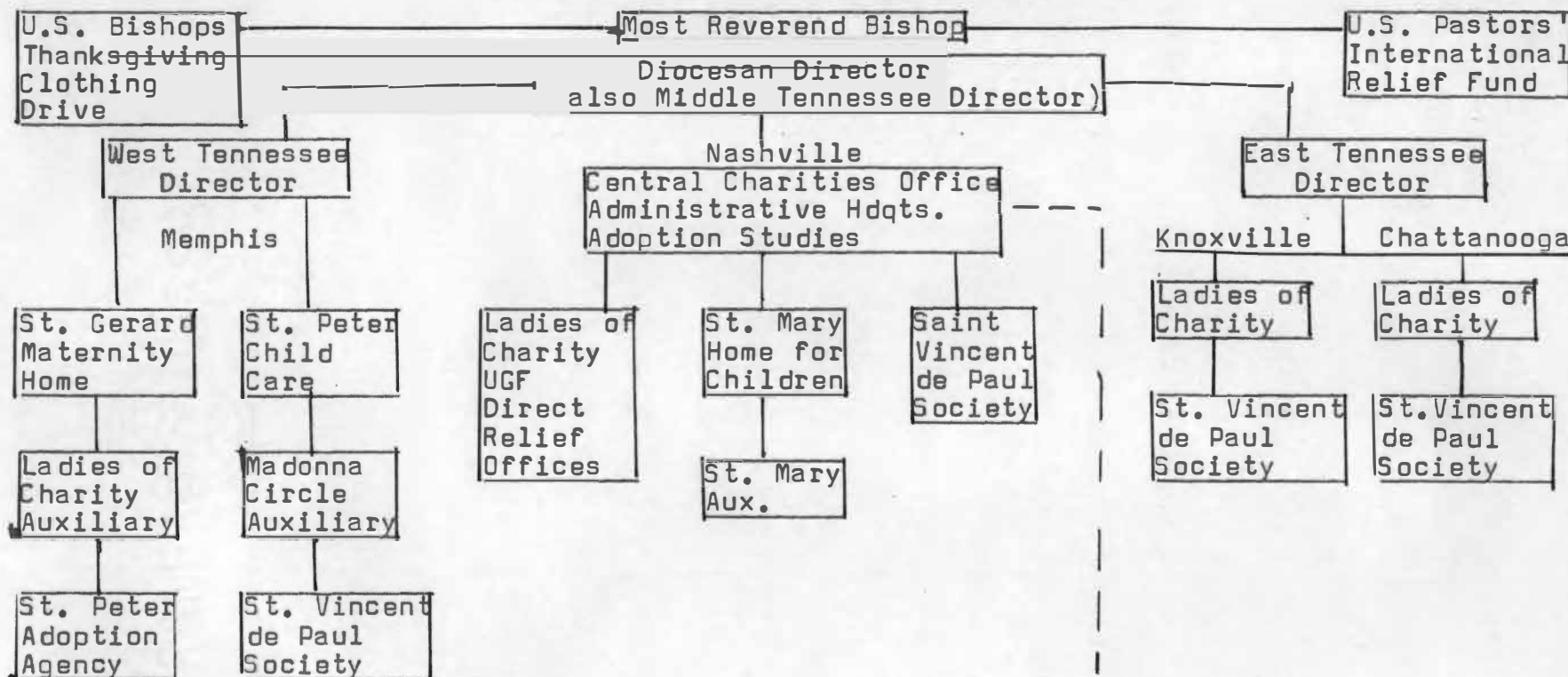
THE ORGANIZATIONAL STRUCTURE

The purpose of this chapter is to provide an overall objective picture of the existing Diocesan Charities Office, the various institutions, and volunteer organizations that serve the charity needs of the area. The chapter will present the major problems under consideration for correction in 1962. It will also indicate the stationary point from within the organization for viewing the entire operation and for considering the development.

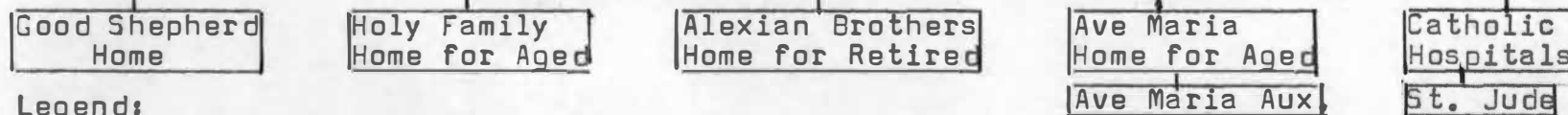
Chapter III will first cite and then explain the changes which have occurred in the organizational charts for 1962 and 1967 included on pages fifteen and sixteen. Next, a brief description of the service and purpose of the Charities Office and each institution within the organization is also given, together with an indication of the basic problems that existed in 1962.

The base point from which development is viewed is the Executive and Administrative Charity Office. This is not to imply that the Executive Office is performing the most important work as regards charity but simply that this is the coordinating point established to bring order and organization into the entire charity activity, and that it is the best point from which to study and consider development in an orderly fashion. This chapter is not designed

CATHOLIC CHARITIES OF TENNESSEE, INC.*
AN ORGANIZATIONAL CHART - 1962



AFFILIATED INSTITUTIONS AND ORGANIZATIONS



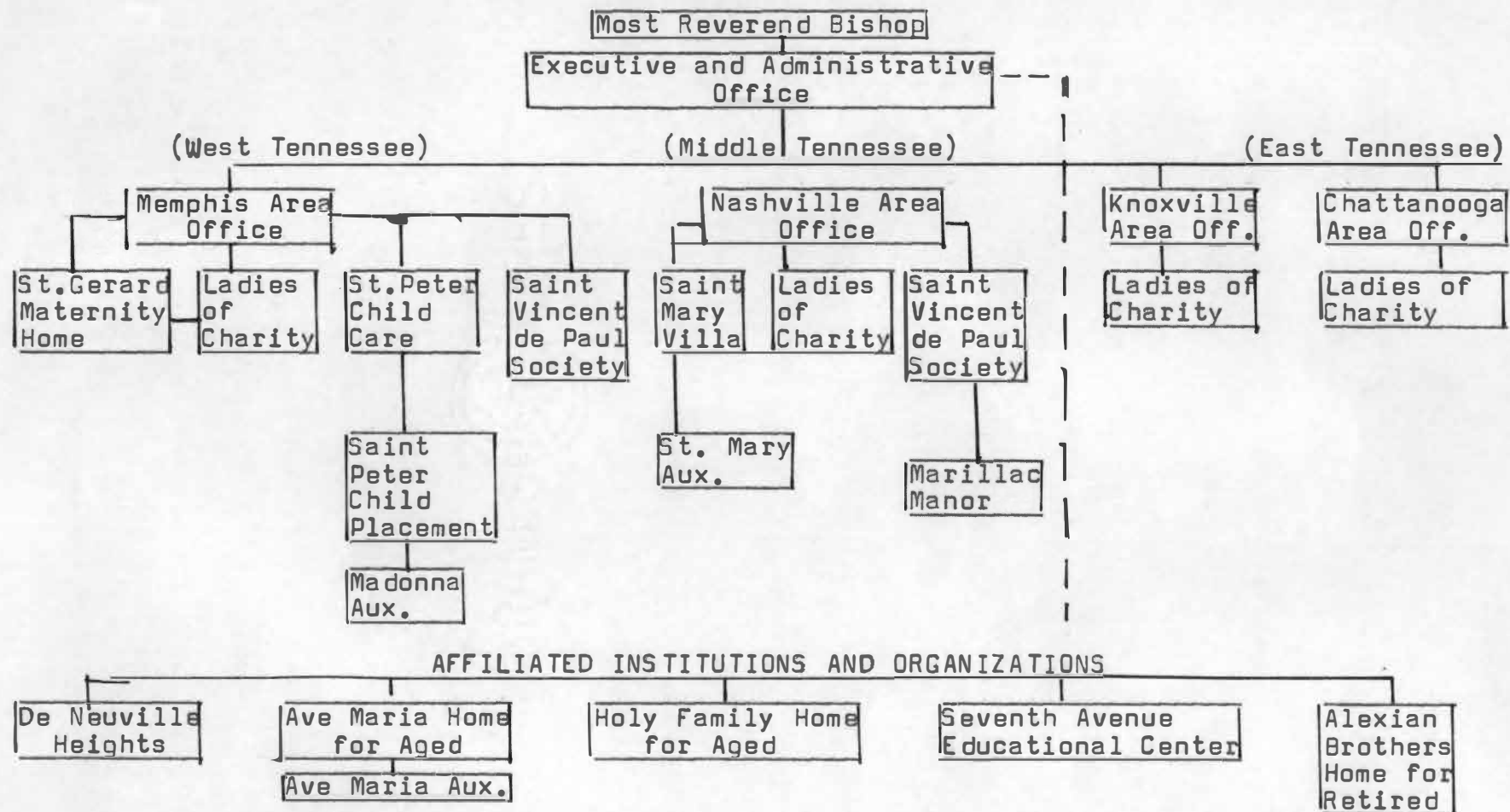
Legend:

———— Lines of direct but decentralized authority
 ----- Lines of indirect and decentralized authority

*Leo C. Siener, "Guidelines for the Development and Professionalization of a Catholic Social Welfare Program in Tennessee." (Unpublished Master's Thesis, The University of Tennessee, Knoxville, 1962), p. 23

CATHOLIC CHARITIES OF TENNESSEE, INC.

AN ORGANIZATIONAL CHART - 1967



Legend:

- Lines of direct but decentralized authority
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to give a history or detailed analysis of the program of any particular group. It is designed to relate basic background information as a framework for the consideration of developments discussed in Chapter IV.

I. OVERALL ORGANIZATIONAL CHANGES

A study of the organizational charts show that they are essentially the same. However, eliminations, name changes, and additions should be noted.

Eliminations

The activities and institutions eliminated from the chart are the United States Bishops' Thanksgiving Clothing Drive, the United States Bishops' International Relief Fund, the St. Vincent de Paul Societies in Knoxville and Chattanooga, and the Catholic hospitals located in Nashville, Memphis, Chattanooga, Knoxville, and Humboldt. The Thanksgiving Clothing Drive and the International Relief Fund are a fundamental part of the charity of the Church as explained in Chapter II. Those fund-raising activities are conducted by the Bishop through the parish churches of the diocese, exclusive of the Catholic Charities Office. The St. Vincent de Paul Societies in Knoxville and Chattanooga were both in a formative stage in 1962, did not progress, and ceased to function in the same year. Since the six Catholic hospitals possess a highly specialized nature their autonomy is

officially recognized by the diocese. Their inclusion in the 1962 organizational chart had been arbitrary decision. It should be noted that the Diocesan Director of Catholic Charities helped create the Office of Diocesan Director of Hospitals. This director acts as a liaison between the hospitals and both the Bishop and the Director of Charities. The elimination of these organizations and institutions from the chart is not a decline in the development of operations because they remain in existence and can be verified as having undergone considerable growth with the exception of the two St. Vincent de Paul Societies. The St. Vincent de Paul Societies were actually not in operation in 1962, practically speaking, and their non-existence indicates a failure to develop rather than a decline in development.

The affiliated organizations and institutions are independent entities, completely autonomous, and directed solely by the religious societies or organizations. They are not subject to the control of the Catholic Charities Office and are therefore not examined as part of this study. Their inclusion is made on the basis of their generous cooperation in fostering the apostolate of charity in Tennessee. They are included principally to give a more complete picture of the formally organized Catholic institutions in the state.

Name Changes

It is noteworthy that in 1965 the Diocese dropped the use of the apostrophe in the names of all institutions operating in the Diocese. For example, St. Peter's Orphanage is now St. Peter Orphanage and St. Gerard's Hall is now St. Gerard Hall.¹ The institutions which have undergone specific name changes are the Catholic Charities Office, St. Mary's Orphanage, Good Shepherd Home, and Alexian Brothers Home for Retired Men. These institutions are now known as Catholic Charities of Tennessee, Inc., St. Mary Villa, De Neuville Heights, and Alexian Brothers Home for Retired.

In Catholic Charities of Tennessee, Inc., the office of the diocesan director is formally known as the Executive and Administrative Office. The regional offices are known as the Nashville area office, serving Middle Tennessee; the Memphis area office, serving West Tennessee; and the Knoxville and Chattanooga area offices, serving East Tennessee.

Additions

There are two new facilities, Marillac Manor or officially the St. Louise de Marillac Home for Ladies and the Seventh Avenue Educational Center.² This obviously

¹This information secured from the historical records in the files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

²Ibid.

indicates a development in the charity program.

II. THE ORGANIZATION STRUCTURE

Office of The Most Reverend Bishop

From the organizational charts on pages fifteen and sixteen it is evident that The Most Reverend Bishop is the chief administrator of Catholic Charities in the Diocese of Nashville. His Excellency is advised by a Board of Consultors elected by the priests of the diocese. Final decisions, actions, and responsibilities for the apostolate of charity rests with His Excellency. It is also noteworthy that the administrative lines of the organizational chart imply direct guidance by the Bishop and priest-director, and theoretically imply their active participation in the administration of each office or institution. However, in accordance with the Church's well established principle of subsidiarity, the intent in actual practice is to leave the day-by-day administration to the personnel in charge at each location. The principle of subsidiarity states that, "it is an injustice, a grave evil and a disturbance of right order for a larger and higher organization to arrogate to itself functions which can be performed efficiently by smaller and lower bodies."³

³Pope Pius XI. Quadragesimo Anno (Reconstructing the Social Order) New York: The Paulist Press. 1956), p. 147

Early in 1960 the Tennessee Department of Public Welfare warned the diocese that various diocesan-sponsored institutions were not meeting the minimum requirements. The state licenses were in danger of being revoked because of a lack of professional guidance. The absence of professional personnel resulted in improperly formalizing policies and the improper functioning of the board of directors. The Department of Public Welfare granted the diocese two years to build a satisfactory program.⁴

The Bishop recognized and respected the responsibility of the state to direct, observe, stimulate, and restrain social welfare programs for the benefit of all citizens.

The problem of the Bishop was to provide for a qualified professional director of Catholic Charities who in turn would establish the necessary organizational and practical plans for the diocesan social welfare program to function in accordance with the minimum standards of the Department of Public Welfare. Accordingly, in 1960 the Bishop appointed a priest to study at The University of Tennessee School of Social Work and planned for the reorganization of the Charities Office.

⁴This information was secured from documents of incorporation in the files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

Explanation of Catholic Charities of Tennessee, Inc.

At the beginning of 1962 there was a part-time director of Charities for the entire Diocese of Nashville. There were no area offices. To assist him in the proper fulfillment of his mission of charity, on July 17, 1962, the Bishop established a corporation known as Catholic Charities of Tennessee, Inc.⁵ The priest assigned to studies in 1960, having completed the requirements for a master of social work degree, was appointed as first director of the organization.⁶

This corporation has an Executive and Administrative Office centrally located in Nashville, and four area offices located in Middle, West, and East Tennessee. The Executive and Administrative Office is headed by a priest-director appointed by the Bishop. This priest is the diocesan director of Catholic Charities and is the liaison between the Bishop's office, known as the diocesan chancery, and the organizations, institutions, and volunteer groups working in the diocese. The purpose of the Executive and Administrative office is to cooperate with pastors in the apostolate of charity and to stimulate, organize, direct, and administer charitable programs and activities. Further, it is

⁵Ibid.

⁶This information taken from personnel records of Catholic Charities of Tennessee, Inc. Executive Office, Nashville, Tennessee.

the duty of this office to cooperate with all private and civic efforts to attack and eliminate root causes of social disorder which cause suffering and need to disadvantaged individuals.

A priest-director appointed by the Bishop also directs each area office and serves the same purpose in his particular locality that the Diocesan Director serves throughout the state. He likewise cooperates with the Executive Director regarding the state-wide charity program.

The Diocese is the owner of the buildings and grounds of the corporation. The Bishop, Executive Director of Catholic Charities, and area directors of the regional offices are ex-officio members of the Catholic Charity Board. The broad policy-making decisions are carried out by the board. State-wide administration and coordination is the responsibility of the Executive Director, with each area director having the same responsibility within his locality.

The primary purposes of the new Charities Office were to provide aid for the pastors in their apostolate of charity and to have the social welfare program meet the minimum requirements of the Department of Public Welfare. Specifically, this meant establishing area offices, and employing professionally trained social workers in the various offices and institutions, and preparing manuals that would formalize personnel practices.

III. INSTITUTIONS AND ORGANIZATIONS

Relationship to the Diocese

While the Bishop is supreme head and has full authority to regulate and control all activities within the diocese, the relationship of the institutions and organizations to the diocese may be best understood by considering them under three broad, practical categories.

1. Those under the direct supervision and operating under facilities and programs controlled financially by the diocese. Such facilities are incorporated with the diocese owning the building, grounds, and equipment. The Bishop and Executive Director of Charities are ex-officio members of each board. The broad policy-making decisions are made by the Boards of Directors while the administration of the program is carried out by the religious or lay personnel on the staff of the institution. St. Peter Home for Children, St. Mary Villa, and St. Gerard Hall are supervised under this type of direction.

2. Those under the general supervision of the diocese which may be aided financially directly or in-kind, but which are, nevertheless, essentially responsible for the operation of their own program. These are normally voluntary groups such as the Ladies of Charity, St. Vincent de Paul Society, Marillac Manor, and the various auxiliaries operating under this arrangement. Such organizations have

diocesan priests serving as moderators. The organizations decide upon policies and programs in accordance with the international policies of their organization, subject to final approval of the Bishop.

3. Those organizations under the general supervision of the Bishop and working in close cooperation with the diocesan charity office. These are truly affiliated institutions and organizations made available to the Diocese of Nashville by religious societies and other groups. The groups are completely independent financially of the diocese and may be staffed by religious or lay personnel or a combination of both. De Neuville Heights, Holy Family Home for the Aged, Ave Maria Home for the Aged, and the Alexian Brothers Home for Retired cooperate with the diocese in the apostolate of charity under such association.

Problems Common to All Locations

Before discussing the major problems peculiar to the specific locations, it is well to emphasize that problems existed, at least in some degree, in each location regarding the professional staff and the proper functioning of the board. As regards personnel, the problem was the employment of non-professional or semi-professional personnel in those social work positions requiring a master's degree from a recognized school of social work. The problem of the boards involved improper functioning in regard to the number and

makeup of members, an insufficient number of annual meetings, and lack of participation and guidance by advisory committees.⁷ It can be assumed without further discussion that these two problems existed in some degree in every office and institution.

The basic purpose of the institutions and the major problems faced in 1962 will be examined.

Middle Tennessee Institutions and Organizations

St. Mary Villa. The Villa is a residential child-caring center able to accommodate sixty-four children, six to fourteen years of age.⁸ A social problem such as mental illness, death, financial difficulties, or alcoholism, makes these children temporarily dependent. The villa is staffed by the Sisters of Charity of Nazareth who are especially trained in child-care and related fields. There is also a resident Chaplain-Director and a full-time caseworker on the staff.

The problems at St. Mary Villa in 1962 were:

1. The background of the children in residence had changed the entire concept of institutional child-care. No longer were most of the children truly orphaned, but rather

⁷Statement of Rev. Leo C. Siener, personal interview.

⁸Directory of Community Services of Nashville and Davidson County, Tennessee, (Nashville: Council of Community Services, 1968), p. 46.

were dependent or neglected due to broken homes caused by some type of social problem. Because of their backgrounds most of the children manifested emotional or psychological disturbance. As a result the need for a revised program and psychiatric and psychological guidance was recognized.

2. Due to the complexity of modern society, the Sister Administrator had become heavily burdened with both everyday administration and the broad overall policies of the institution. The heavy burden made the necessity for a division of responsibility obvious.

3. A final problem was the sixty year old building which housed the children and the sisters. The improper heating and living conditions and the continually rising expense of upkeep indicated that a new building must be constructed.

St. Mary Villa Auxiliary. This is a voluntary group of ladies organized for the purpose of assisting St. Mary Villa by financial contributions for needed equipment not otherwise available and by the generous contribution of their time and talents in such projects as sewing, mending clothes, and transporting the children for medical attention and social affairs.

The auxiliary presented no problems within itself in 1962. The ladies needed to be enlightened of the villa's problems and advised of a course of action by the villa's executive personnel.

The Ladies of Charity of Nashville. This group is part of the International Ladies of Charity Organization which had its origin in France 350 years ago. The Nashville Chapter was established in 1910. This organization is operated by women volunteers from the Catholic Churches of Nashville who provide emergency medical and material assistance to indigent and sick people of Nashville and environs who are not eligible for public assistance or whose public assistance grants are inadequate. The group also provides Christian burial for individuals whose families are unable to finance it.⁹ The ladies operate under Catholic Charities of Tennessee, Inc., and have a diocesan priest as moderator. Catholic Charities acts in an advisory and professional capacity, but the ladies decide upon policies and programs in accordance with the international policies of the organization and subject to the final authority of the Bishop and its principal funding agency, the United Givers Fund of Nashville and Davidson County.

The major problem of the Ladies of Charity in 1962 was their lack of professional direction. The great need for social services, such as counseling and care of the unwed mothers, placed the ladies in the position of branching off into areas of service where professional training

⁹Directory of Community Services of Nashville and Davidson County, Tennessee, p. 20

is required. The problem was to provide the professional direction which would enable the ladies to continue toward their established goals of service and not become burdened with tasks beyond those they originally planned to assume.

The St. Vincent de Paul of Nashville. The organization is part of the International St. Vincent de Paul Society organized by Frederick Ozanam in France in 1838. The Nashville Council was originally organized in 1929 during the depression years, but eventually it became inactive. It was reorganized in June of 1963 by Catholic Charities of Nashville.¹⁰ Men volunteers from the Catholic Churches of Nashville presently operate as a single particular council for the purpose of providing help to transients, essentially single men; parolees; and alcoholic women. The group has a diocesan priest as moderator and bases its policies and programs in accordance with the international policies of the organization. In accordance with the directive of the Bishop, the society operates under Catholic Charities of Tennessee, Inc. Catholic Charities acts in an advisory and professional capacity in order to foster growth. The policies and programs are proposed by the organization and are currently subject to final approval

¹⁰ This information was taken from the historical records of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

of the Bishop or the Catholic Charities Office.

This organization was not active in Nashville in 1962. However, the ten to fifteen transient men and women and the alcoholics daily seeking Catholic Charity assistance for food and shelter made it evident that a problem in caring for such people existed. As the St. Vincent de Paul Society is internationally organized for such service, activation of the society in Nashville was considered essential.

St. Louise de Marillac Home for Ladies (Marillac Manor). The home is a half-way house for female alcoholics financed by the activities of St. Vincent de Paul Society.¹¹ The manor provides rehabilitation opportunities for a capacity of fifteen women who must be sober before being interviewed for acceptance. The manor is under the direction of a house-mother and has a non-resident priest as spiritual director. Marillac Manor is a corporation with ownership vested in the Board of Directors who also establish policies and programs in cooperation with the diocesan priest moderator of St. Vincent de Paul Society of Nashville. Immediate administration is in the hands of the priest moderator and lay personnel.

¹¹Directory of Community Services of Nashville and Davidson County, Tennessee, p. 22.

The main difficulty in 1962 was that no facilities were available for alcoholic women. The establishment of Marillac Manor by the St. Vincent de Paul Society was an attempt to meet the need.

West Tennessee Institutions and Organizations

St. Gerard Hall. The home is established to provide home care for unwed expectant mothers after the fifth month of pregnancy. The home is able to accommodate ten girls and is designed to render protection and rehabilitation to the unfortunate young mothers in a Christian home environment. The unwed mother is assisted in securing the proper medical service for pre-natal care and delivery and in working out future plans for herself and her baby. The home is staffed by an experienced house-mother and qualified caseworker who operates under the Director of Casework at St. Peter Home for Children.

The home in 1962 was filled with good intentions and sympathy, but operated as little more than a respectable licensed maternity home. The problem in 1962 was to provide the professional guidance which would permit the home to develop formalized policies and procedures that regulated the administration of the program along professional standards of application.

The Ladies of Charity of Memphis. This chapter is part of the international organization. The principal work

of the group has been the establishment and support of the St. Gerard Maternity Home. In addition, the ladies administer emergency relief to the indigent and needy.¹²

The principal concerns for the location in 1962 were, first, to have the ladies direct the St. Gerard Home according to professional standards rather than just as a "do-good" organization, and second, to provide definite policies and organization which the emergency program lacked. The ladies needed leadership that would enable them to expand their services in an efficient and more professional manner. Finally, it was considered important to interest the ladies in rendering volunteer services to the planned area office of Catholic Charities.

St. Peter Home for Children. This is a child-caring institution which has a capacity for housing ninety-six temporarily dependent children ranging in age from birth to eighteen years or through high school.¹³ Each child is evaluated periodically to determine whether his individual needs are being met at St. Peter Home. The institution

¹²Directory of Health and Welfare Services, Memphis and Shelby County (Memphis: Health and Welfare Planning Council, 1965), p. 24

¹³This information was secured from files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

offers schooling from kindergarten through grade six. There is a special ungraded class through the fourth grade for children requiring such service. Upon completion of the sixth grade, children are sent to parochial or public schools in the neighborhood. The home is staffed by a diocesan priest who serves as chaplain-director and seventeen Sisters of Charity of Nazareth. Casework services are provided by a professional social worker, who holds a master's degree in social work. Three social workers in the adoption agency, one with a master's degree in social work and two with bachelor's degrees,¹⁴ are available for assistance in casework service.

The main problems here were similar to those of St. Mary Villa in Nashville:

1. The Sister Administrator needed relief in the responsibility of broad overall policies of direction so she could give closer attention to the daily administration of the home.

2. The realization that the concept of child care was changing required that the program of care be re-evaluated.

3. The facilities were antiquated and serious consideration to constructing new facilities was necessary.

¹⁴This information was secured from the personnel records of St. Peter Home in Memphis, Tennessee.

St. Peter Child Placing Agency. This licensed child-placement agency, located in the administrative building of St. Peter Home for Children, places children throughout the state.¹⁵ A professional procedure of adoption is used by St. Peter. It includes a complete casework evaluation of the prospective adoptive parents, an analysis of the child's history, and a listing of the requirements for placement of a child. The adoption agency serves both infants from St. Gerard Maternity Home and other children from St. Peter Home.

The major problems were the licensing requirements and the development of a professional staff as discussed previously.

Madonna Circle. This is the principal auxiliary to the Sisters and children of St. Peter Home. It is comparable to a typical Junior League and is composed of Catholic women from parish churches throughout the city of Memphis. The members do active civic and voluntary work of an apostolic nature in charitable institutions. The group has aided the Home by sponsoring Girl Scout troops, operating summer camps, and driving the children to medical and other appointments. The members spend one day a week at the home sewing or teaching dancing, swimming, bridge,

¹⁵Directory of Health and Welfare Services, Memphis and Shelby County, p. 51.

cooking, and crafts to the girls.

Similar to St. Mary Villa Auxiliary, this organization of ladies presented no problem within itself. The main needs were to develop cooperation between the group and the charity office and to provide for the groups professional guidance that would reap maximum benefits from their support.

St. Vincent de Paul of Memphis. The Memphis location of this international organization was established in 1865. The Memphis group presently operates two Catholic resale stores and a collection department in Memphis.¹⁶ From the income of the stores various and numerous charitable works are undertaken, such as distribution of food and clothing, payment of rent and fuel, hospital and funeral costs for poverty-stricken families and individuals. The group formally operates in the diocese under Catholic Charities. However, due to its long establishment and successful program in practice the society in Memphis acts with a large degree of independence.

In 1962 the St. Vincent de Paul Society was the main organization in the Memphis area providing emergency aid to those in need. The problem was to secure the cooperation of the Society with the Catholic Charities area office and to coordinate the services planned for the Charities office so as to prevent duplication.

¹⁶Ibid.

East Tennessee Institutions and OrganizationsThe Ladies of Charity of Knoxville and Chattanooga.

The Ladies of Charity were organized in the Knoxville area in 1937 and were the only formal Catholic organization, excluding the local parishes, rendering aid to the needy and indigent.

In 1962 the group was in a dormant stage and the problem was to reorganize and to motivate the group to become active.¹⁷

The Ladies were founded in Chattanooga in October of 1962.¹⁸ The group operates Charity House at 312 Vine Street for the purpose of providing necessary referral services and emergency aid.

The problem in 1962 was to offer the guidance and leadership required for the ladies to model their organization on that of the Ladies of Charity in Nashville.

St. Vincent de Paul Society of Chattanooga and Knoxville. In both localities the society was in a formative stage. The problem was first, to develop the organization so that services for transients and alcoholics, both men and women, could be offered; and second, to be a

¹⁷ This information was secured from the files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

¹⁸ Ibid.

resource center for emergency aid to needy Catholic families.

IV. AFFILIATED INSTITUTIONS AND ORGANIZATIONS

While Catholic Charities of Tennessee, Inc., has no direct control over the following organizations and institutions, a close contact is maintained with them in the interest of maximum charity to those in need. The affiliated institutions, of course, operate with the approval of the Bishop and work in close cooperation with the diocesan charity office.

De Neuville Heights School for Girls. This is a center for the re-education and rehabilitation of girls of normal intelligence between the ages of thirteen and seventeen who have been involved in anti-social behavior. The school is a closed center for girls who can benefit from a group setting and a carefully structured program. De Neuville Heights is newly located in northwest Memphis and has a new \$1,500,000 building.

Holy Family Home for the Aged. This home for ambulatory persons of both sexes who are over sixty years of age and without means of support, can accommodate sixty patients.¹⁹ The present five buildings located on Horton

¹⁹Directory of Community Services of Nashville and Davidson County, Tennessee, p. 16.

Avenue in Nashville, date from the 1930's and have been kept in excellent condition by constant modernization. The Little Sisters of the Poor have served the aged in this city since 1903.

Ave Maria Home of Memphis. This resident facility for aged single persons or married couples owes its origin to the Ave Maria Guild of Memphis. This group of Memphis women incorporated their organization on March 3, 1951, for the purpose of raising funds that would be used to erect a facility for the aged of the Memphis area. The home opened January 1, 1956, to paying guests.²⁰ Since its beginning it has been staffed by professional and non-professional lay personnel. The officers and priest moderator of the Ave Maria Guild constitute the governing body of the home which is able to accommodate forty persons. It serves the white residents of the Memphis and Shelby County area.²¹

Alexian Brothers Home for Retired Men. This facility for the elderly was opened in Chattanooga in 1938 when the Alexian Brothers, who specialize in nursing and care of the

²⁰This information was taken from the files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

²¹Directory of Health and Welfare Service, Memphis and Shelby County, p. 5.

sick, bought the Signal Mountain Hotel. The Home was originally designed for elderly men, but in 1964 it began accepting women. The home serves the elderly regardless of residence or religion. It is supported by the patients on a fee basis. All of the Brothers are graduate nurses. Other lay professional and non-professional personnel are employed. The facility can accommodate one hundred guests and is primarily for the ambulatory aged.²²

Seventh Avenue Educational Center. The center is a voluntary agency sponsored by Catholic Charities of Tennessee, Inc., and the Metropolitan Action Commission of Nashville. The center is a combination Head Start II day care center and kindergarten which can accommodate a capacity of fifty-five children of working mothers. Its purpose is to give the culturally deprived child an upgrading in both knowledge and skills as well as motivation for meeting the first grade of school successfully. Mothers of children using the center are required to attend special classes in home economics, good health practices, and basic education.²³ The program is staffed by lay

²² This information was secured from the files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

²³ Directory of Community Services of Nashville and Davidson County, Tennessee, p. 48.

personnel holding master and bachelor of Science degrees in Education.

The policies and program are controlled by Head Start II and is under the direction of the Catholic Charities office.

CHAPTER IV

THE DEVELOPMENT OF CATHOLIC CHARITIES IN TENNESSEE

The true development of Catholic Charities in Tennessee began on July 17, 1962, with the incorporation of the Central Charities Office under the name of Catholic Charities of Tennessee, Inc. The development of the new corporation itself and of the organizations and institutions under its direction is the primary concern of this chapter.

I. DEVELOPMENT OF EXECUTIVE AND ADMINISTRATIVE OFFICE

Facilities and Personnel

Since 1962 this location has occupied the same office in the Diocesan Chancery Building. The original Executive Director and his secretary have remained constant throughout the six-year period. Throughout the years the office has retained on a part-time or contract basis a bookkeeper, certified public accountant, attorney, medical consultant, psychiatrist, and psychologist.

Services

The major development of this office has been the establishment of the charity area offices and the service provided for the establishment, unification, coordination,

and stimulation of the various offices, institutions, and organizations comprising the Catholic apostolate of charity in the state of Tennessee. A summary of these principal works follow:

Incorporation. A most important development was the incorporation of Catholic Charities itself. After this accomplishment the Executive Office fostered the incorporation of the agencies not yet incorporated for which the diocese was either directly or indirectly responsible financially. Incorporation was completed on November 16, 1966, for St. Gerard Maternity Home, June 6, 1967, for St. Louise de Marillac Home for Ladies; and for the Seventh Avenue Educational Center on February 21, 1966.¹ The incorporation of these eleemosynary organizations reduced their taxes and made it possible that charitable gifts be tax-deductible. It also safeguarded the Diocese in the event of liability claims.

Boards of directors. The total corporation had a unifying and coordinating effect upon the welfare program. It brought about the development of boards of directors at each location on which the Executive Director of Catholic

¹This information was secured from the Documents of Incorporation in the files of Catholic Charities of Tennessee, Inc. Nashville, Tennessee.

Charities was an ex-officio member, placing him in a position to stimulate and guide the diocesan-wide program.

During the six-year period the boards of Catholic Charities of Tennessee, Inc., St. Peter Home for Children, St. Peter Adoption Agency, St. Gerard Maternity Home, St. Mary Villa, St. Louise de Marillac Home for Ladies, the Seventh Avenue Educational Center, and the Ladies of Charity in each location were reorganized in accordance with the Tennessee Department of Public Welfare requirements for the establishment and functioning of the boards. A summary of the more outstanding changes made on the boards were: (1) the inclusion of outstanding non-Catholic leaders from various occupations to assure a broad, impartial community representation; (2) the increase in each board membership to approximately twenty-five to meet the requirement of from nine to thirty members; (3) the rotation of membership, with no member serving more than six consecutive years; and (4) provisions for standing and special committees to be established as needed.

The leadership taken by this office in incorporating the various agencies and in reorganizing the boards of directors has satisfied the requirements and brought expressions of approval from the Department of Public Welfare.

Personnel development. The stimulus for professional growth stemmed from the Executive and Administrative Office

of Catholic Charities. In early 1962 not one employee in the entire state had a master of social work degree. The four caseworkers employed throughout the state had considerable experience, but each had one year or less of formal social work education. At the close of 1967, there were eleven social work employees in the Charity Office or institutions. Three of the employees had master of social work degrees; three had one year of formal social work education from an accredited university. Two were planning to enter schools of social work in September 1968. The remaining three employees had previous experience in social work. All eleven employees were college graduates in fields of education or the social sciences. This improvement in personnel provided the necessary professional direction for meeting the minimum requirements of the Department of Public Welfare.

Scholarships. Since the granting of the original scholarship in 1960 for the purpose of reorganizing the Diocesan Charity Office, four additional social work scholarships have been granted.² Four students have studied at The University of Tennessee; one at Florida State University. No scholarship has yet been granted to a Catholic-sponsored school of social work. The results of

²This information was secured from the personnel records of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

the scholarship program are summarized in Table I. A Sister, two priests, and two laymen have received the scholarships. One priest completed studies in 1962 and serves as the Executive Director in the Charity Office, one priest was a second-year student at the time of the study and the one Sister returned to teaching after satisfactorily completing one quarter of studies. Both laymen completed the two-year study program. One remained with Catholic Charities; the other left the agency to take a higher-salaried position. It is expected that two lay scholarships will be awarded for studies in 1968.

Manuals. One of the first projects in 1962 was the preparation of office manuals necessary for the efficient, professional operation of the office. The following manuals regarding policies and practices were written and are in the resource file for ready reference:

General Manual of Catholic Charities of Tennessee
Personnel Practices and Other Information
Manual of Adoptions
Catholic Welfare Bureau of Miami: Cuban Children;
Policy Manual

The above manuals are frequently consulted and have proved to be of much value. Having been prepared in the early years of organization, however, they now need revision. Manuals should be prepared for the new programs that have originated since 1962.

TABLE I
SCHOLARSHIP PROGRAM

Student	Year Scholarship Granted	University Attended	Years of Social Work Education	Degree Granted	Years Employed by Catholic Charities after Degree Received	Employment at Time of Study
One	1960	UTSSW ^a	2	MSSW	6.0	Catholic Charities
Two	1963	UTSSW ^a	2	MSSW	.5	Nashville Housing Authority
Three	1963	FSU ^b	2	MSSW	3.0	Catholic Charities
Four	1966	UTSSW ^a	1.5	c	-	Student
Five	1967	UTSSW ^a	.3	-	-	Teacher

^a The University of Tennessee School of Social Work.

^b Florida State University

^c Candidate for M.S.S.W. degree in June, 1968.

Source: This information was secured from the personnel records of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

Civic affairs. Although Catholic Charities is essentially concerned with its own program development, it recognizes the fact that a truly living program is maintained by contact with both public and private social work agencies. Catholic Charities believes that its responsibility includes the development and administration of programs coordinated with local state and federal agencies.

The Charity Office strives to keep abreast of civic affairs in so far as the welfare program is concerned. The following is a brief summary of the more important contacts of the Executive Director with civic affairs;

1. A member of the Governor's Penal Reform Commission from 1954 to 1967.
2. Elected to Membership (ACSW) in Academy of Certified Social Workers in July 1964.
3. Member of the Tennessee Conference of Social Welfare 1956 to 1962. Appointed President of the Conference 1968.
4. Appointed to Metropolitan Mayor's Committee for Juvenile Delinquency in 1963 and Metropolitan Action Commission in 1964.
5. Chairman of Metropolitan Nashville's Head Start II Committee.
6. Member of General Committee for the Nashville Association of Mental Health 1962-1967 plus.

7. Member of the State Board of Directors of the Tennessee Mental Health Association in May 1963.
8. Chairman of the Nominating Committee for Tennessee Mental Health Association.
9. Member of the Advisory Board of the Davidson County Department of Public Welfare from 1953-59. Re-appointed in 1963 and served as chairman of the Advisory Board in 1966.
10. Elected Trustee of Senior Citizens in September 1963 and appointed Chairman of the Foster Grandparents Program in January 1967.
11. Elected Vice-President of the University of Tennessee School Alumni Association in 1967.
12. Elected Chaplain of the Downtown Civitan Club in April 1967.
13. Appointed Coordinator of Diocesan Middle Income F.H.A. Projects effective in January 1968.³

In discussions of social policies with governmental bodies and the community at large, contacts with the above

³This information was secured from the Civic Concerns files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

organizations help in the task of interpreting and supporting sound standards. These contacts also make the Catholic Charities Office aware of changing conditions of the times and helps to enable the program to remain up-to-date.

In September 1966, the Executive Director was appointed Secretary to the Bishop for Civic Concerns. While there is a relationship between the two positions, the mere volume of work indicates that a separation of the appointments would be most advisable.

The Cuban Refugee Program. In August, 1962, one month after the incorporation of Catholic Charities, the Cuban crisis caused the federal government to enter into a contract with Catholic Charities of Miami, Florida, to secure foster homes for refugee Cuban children entering the United States. The Executive Office contracted with the Miami office to serve as a sub-contractor for the care of the Cuban children. The Cuban Program operated in the Nashville Diocese from August, 1962 to July, 1966.⁴ The Executive Office received an initial grant to begin the program which was eventually handled by the Nashville area office.

The Cuban Program was an important project because its administrative requirements accelerated the desire to

⁴This information was taken from files of the Cuban Refugee Program of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

professionalize and the financial assistance provided, led to the development of the Nashville area office, the location from which the program was essentially administered.

II. DEVELOPMENT OF THE AREA OFFICES

Facilities and Personnel

Catholic Charities in Tennessee was incorporated July 17, 1962, but the area offices has had a more gradual development.

The Nashville area office has actually been in operation since the incorporation and occupies the same space as the Executive Office plus one adjoining office approximately 12 x 15 feet. The Director of the Executive Office and his secretary also serve in the same capacities in the area office. In addition to these two original employees, four university graduates with Bachelor of Arts degrees are employed as caseworkers on a year-round, part-time basis. An arrangement of alternate work days per week permits casework specialization and maximum use of the limited office space.

The Memphis area office began operations in May, 1963, from offices located in the basement of the St. Peter Home for Children. In August, 1964, it transferred to the Commerce Title Building in downtown Memphis; and returned in September 1965 to St. Peter Home, its present location. The office contains a reception room and two private offices. Although personnel changes have occurred, a priest-director

and executive secretary have staffed the office since its establishment. In June, 1965, a Director of Casework having a master of social work degree was employed. However, he was transferred to the St. Peter Home in August, 1966.⁵

A priest-director was appointed to the Chattanooga area office in July, 1962, and an executive secretary was employed in February, 1963. In 1963 the office, in cooperation with the Ladies of Charity, purchased a building in downtown Chattanooga for \$10,000.⁶ The office operations have been conducted from this location since that time with the assistance of the Ladies of Charity.

The Knoxville area office became active in February, 1965. A priest with many other responsibilities is director and conducts the charity program from an office in downtown Knoxville. He works in close cooperation with the area Ladies of Charity. He has no salaried employees.

The Services Developed

The most complete development of services has been at the Nashville area office. The Memphis office has initiated the programs currently in effect at Nashville; but, due

⁵This information was taken from files of Catholic Charities of Tennessee, Inc., Memphis area office, Memphis, Tennessee.

⁶This information was taken from files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

to limited personnel, the programs operate on a much smaller scale. The services of the Chattanooga and Knoxville area offices are performed by the Ladies of Charity at these locations and will be discussed when considering their work.

A brief description of the services offered by the Nashville and Memphis offices follows. Statistics are given only for 1966 and 1967 in Nashville and 1965 through 1967 in Memphis because no records are available on services prior to that time. In the Memphis office no records are available concerning the number of applicants or work hours. It should be noted that the Cuban Program, which is no longer in operation, applies only to the Nashville office.

The Cuban Refugee Program. As described above, this program operated in the Nashville Office from August 1962 to July 24, 1966, when the last Cuban child was successfully integrated into American life. In comparison with small Catholic Charities Offices in the United States, with the exception of the Miami Office, the Nashville office placed the largest number of Cuban refugees in foster homes. The distribution of service is summarized in Table II.

The table shows an annual average number of children based upon a continually fluctuating group. The year 1962 includes only a three and one-half month period. The accumulated grant was based upon \$5.00 per day per child. From 1962 to 1966 a total of \$36,505.70 was received to

TABLE II
THE CUBAN REFUGEE PROGRAM--NASHVILLE

Year	Number of Children	Accumulative Grant per Year
1962	43	\$ 4,626.89
1963	34	17,149.71
1964	23	19,811.58
1965	16	27,136.79
1966	16	36,505.70

Source: The statistics were taken from the Cuban Refugee Program files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

administer the program, to develop foster homes, and to place the forty-three children.⁷

The Foster Care Program. As a result of the Cuban Refugee Program, the Nashville office had foster homes approved and available as home placements for American children. This situation brought into effect the Foster Care Program at Nashville which served as a model for the development of the Memphis Program. The purpose of the program is to place children in proper foster homes. Particular emphasis is given to finding homes for Catholic children presently receiving institutional care but in need of a foster home. The distribution of services for 1966 and 1967 is indicated below:⁸

	<u>Families Interviewed</u>	<u>Children Placed</u>	<u>Total Work Hours</u>	<u>Work Hours Per Family</u>
1966	22	6	204	9:16
1967	64	16	110	1:43

The program began in April 1966. The great difference in working hours in 1966 and 1967 was due to the newness of handling the program for American children. Many time-consuming problems not originally anticipated in interviewing parents and children were encountered. The experi-

⁷ This information was secured from the Cuban Refugee Program files of Catholic Charities of Tennessee, Inc., Nashville area office, Nashville, Tennessee.

⁸ Information was taken from the Annual Reports File of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

ence of 1966 brought about the improvement of 1967.

The Memphis program placed four children in foster homes in 1965, one in 1966, and none in 1967. When the program was placed under the responsibility of the Director of Casework at the St. Peter Home in 1966, it showed a decreasing number of children.

The Program for Unwed Mothers. The program is designed to determine the needs of the unwed expectant mothers. Contact is maintained with public and private agencies, and girls seeking help are given professional direction concerning maternity homes, completion of forms for admission, adoption information, and transportation for the baby to an adoptive home. Counseling and follow-up services for the unwed mother form an important part of the service. The distribution of service rendered for 1966 and 1967 is given below.⁹

	<u>Number of Applicants</u>	<u>Unwed Mothers Assisted</u>	<u>Total Working Hours</u>	<u>Work Hours Per Case</u>
1966	98	39	272	2:47
1967	75	45	238	3:10

The small difference in work hours between 1966 and 1967 is caused by personality difference in applicants and and the particular problem encountered.

⁹ Ibid.

The Memphis program assisted one unwed mother in 1965, sixteen in 1966, and twenty-one in 1967.¹⁰ The steady growth in clients served indicates a growing acceptance by the community of the service offered.

Transient Men and Women. This program is aimed at immediate aid rather than in-depth counseling and solutions. After a brief interview in which essential background information and nature of the problem is secured, depending upon the circumstances, the individual is referred to appropriate sources for material assistance such as food, clothing and lodging. Information concerning the applicants and work hours is indicated below:¹¹

	<u>Number of Applicants</u>	<u>Number of Applicants Assisted</u>	<u>Total Work Hours</u>	<u>Work Hours per Applicant</u>
1966	63	61	258	4:06
1967	167	167	403½	2:25

It is believed that the increased number of applicants in 1967 is caused by the fact that knowledge of the service has increased among the transient men. The reduction in work hours is the result of experience in handling this type of service.

¹⁰ This information was secured from statistical records of Catholic Charities of Tennessee, Inc., Memphis area office, Memphis, Tennessee.

¹¹ This information was secured from Annual Reports of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

In Memphis fifteen transients were aided in 1965, twenty-six in 1966, and sixty-six in 1967.¹² The continually rising number of transients aided reflects that knowledge of the program is also increasing in Memphis.

Family Emergency Aid. This is a program designed to enable people to keep their homes and basic essentials of life while working out a plan to overcome their problem. After investigation of pertinent information, person-to-person interviews, and consultations with other agencies, the necessary emergency aid is given and consists primarily in meeting notes on homes and working out a plan for stability. Direct aid in the form of meeting rent payments and food, clothing and shelter is referred to the Nashville Ladies of Charity. The services provided in 1966 and 1967 are indicated below:¹³

	<u>Number of Families Served</u>	<u>Individuals Affected</u>	<u>Total Work Hours</u>	<u>Work Hours per Family</u>
1966	65	278	205	3:25
1967	73	317	212½	2:55

¹² This information was taken from the files of Catholic Charities of Tennessee, Inc., Memphis area office, Memphis, Tennessee.

¹³ Information was taken from the annual reports of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

Memphis provided emergency family aid to one family in 1965, five in 1966, and seven in 1967.¹⁴

Counseling. This program became effective in 1966 in the social work sense and includes family and individual counseling. The broad pastoral counseling with its depth and insight has been available since inception of the office. A breakdown of the number of families counseled and the work hours involved is given below:¹⁵

	<u>Families Counseled</u>	<u>Individuals Involved</u>	<u>Hours Worked</u>	<u>Work Hours per Family Counseled</u>
1966	49	263	744	15:11
1967	28	85	245	8:45

The decrease in the number of cases and work hours is caused by the social worker's assignment to other tasks. The decreased work hours per family counseled is caused by the less serious types of cases encountered.

A summary of the individuals counseled follows:¹⁶

¹⁴ Information was taken from statistical records of Catholic Charities of Tennessee, Inc., Memphis area office, Memphis, Tennessee.

¹⁵ Information was taken from annual reports of Catholic Charities of Tennessee, Inc., Executive office, Nashville, Tennessee.

¹⁶ Ibid.

	<u>Individuals Counseled</u>	<u>Hours Worked</u>	<u>Work Hours per Individual Case</u>
1966	24	193	8:06
1967	29	216½	7:27

Memphis provided counseling services for fifteen cases in 1965, one hundred in 1966, and forty-five in 1967.¹⁷ The large number of cases in 1966 was due to the employment of a full-time caseworker with a master of social work degree. The decline in number served in 1967 was due to his transfer to another office.

Adoption Services. From 1962 to 1964 the program was simply a referral service to the St. Peter Adoption Agency in Memphis. In 1964 the Nashville office handled the first and only case.¹⁸ It was an interstate adoption and involved a series of challenges which benefited the entire office and made all cognizant of the handling of an adoption. The Nashville office is licensed to handle adoptions and plans to do so in entirety. However, at the present time, in a policy of cooperation with the St. Peter Agency, the Nashville office handles initial interviews, completion of forms, and initial and follow-up home visits.

¹⁷ This information was taken from the statistical records of Catholic Charities of Tennessee, Inc., Memphis area office, Memphis, Tennessee.

¹⁸ This information was taken from the annual reports of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

In 1966 Catholic Charities handled fifty families requiring home studies, referral for adoptions, and follow-up home visits. These services resulted in sixteen infants' being adopted from St. Peter's by Middle Tennessee families. In 1967, one hundred nine families were given such service and thirty-six children were adopted by Catholic families in Middle Tennessee. The total work hours are not available. One child was adopted through the Memphis office in 1965, three in 1966, and seven in 1967.¹⁹

General Service. As part of its overall function in coordinating, stimulating and cooperating with other agencies and in an effort to provide institutional care for children needing temporary placement the office has done intake and casework services as indicated in Table III.

The decreased number of children placed in 1967 at St. Mary Villa is the result of the Villa employing a caseworker in 1967 and all referrals being directed to that office. The decline in 1967 work for other Catholic agencies is due to the Seventh Avenue Educational Center and Montessori School processing their own application.

The Memphis office referred sixteen cases to other agencies in 1965; seventeen cases in 1966; and eighty-five

¹⁹ This information was taken from the statistical records of Catholic Charities of Tennessee, Inc., Memphis area office, Memphis, Tennessee.

TABLE III
GENERAL SERVICE--NASHVILLE

Year	St. Mary Villa		Other Catholic Institutions		Non-Catholic Institutions	
	Children Placed	Hours Worked	Children Placed	Hours Worked	Children Placed	Hours Worked
1966	34	130	78	274	11	312
1967	20	102	14	59	9	229

Source: The information was secured from Annual Reports of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

cases in 1967.²⁰ The large number of referrals in 1967 gives indication of the growing strength of the agency as an information center.

III. AN ANALYSIS OF THE DEVELOPMENT OF CATHOLIC CHARITIES OF TENNESSEE, INC.

During the past six years the basic problems of obtaining an organizational structure has been accomplished. The organization now has a main office and four area offices with a potential for working in close cooperation with the various pastors and institutions and organizations of Catholic Charity throughout the State.

The main growth in the organization has been at Nashville in both the Executive and area offices. The Executive Office through incorporation, reorganization of the boards of directors, and the preparation of manuals has achieved the standards requested by the Department of Public Welfare. The obtaining of increased professional social work personnel and the scholarship program tends to assure the continual leadership necessary for maintaining the individual locations at desired standards. The participation in civic affairs has brought recognition of the contribution of

²⁰ This information was taken from statistical records of Memphis area office, Memphis, Tennessee.

Catholic Charities to the community.

Conversely, the incorporation and the development of the boards have resulted in a certain centralization of power which has not yet been returned to the individual agencies. The manuals prepared in 1962 are now in need of revision and new manuals are needed for expanded service. Although there has been a recognizable increase in professional personnel the employment is concentrated at the Nashville Charity Office and through the St. Peter Home in Memphis. The lack of Catholic educational resources in the scholarship program may eventually lead to difficulty in the practical application of Catholic philosophy in the diocesan program. A final difficulty lies in the fact that the assignment of civic affairs to the Executive Office has placed a very heavy volume of work upon the growing organization.

While the organizational structure has been established, only the Nashville location has reached a reasonably satisfactory level of operation. In Nashville the Executive and area offices continue to share the original limited office space now over-crowded by the addition of five new employees. In both the Memphis and Chattanooga locations a part-time priest director, heavily burdened with other duties, and an executive secretary operate the Charity offices. In Knoxville a part-time priest-director has full responsibility for the operation.

Finally, in the development a certain amount of duplication of services, such as transient aid, counseling, and family emergency aid exists between the parishes and should be clarified before the formulation of policies and the expansion of services.

IV. DEVELOPMENT OF THE INSTITUTIONS AND ORGANIZATIONS

Problems Common To All Locations

As pointed out in Chapter III, a problem existed in some degree at each location regarding a qualified professional staff and the proper functioning of the boards of directors. The correction of the boards accomplished through the Executive Office was discussed above under the executive services and will not be reconsidered at this time. The development of personnel will be discussed below as the individual locations are studied.

Development of Facilities

St. Mary Villa. The most impressive development of facilities has been the construction of a new building for St. Mary Villa. In 1962 the orphanage was operating from a three story building, 60 years old. In March, 1967 the new building was erected on the original St. Mary grounds close to the old building. The building and furnishings cost \$596,000.²¹

²¹ This information was taken from files of St. Mary Villa, Nashville, Tennessee.

The new building which accommodates sixty-four children is Georgian architecture, ranch style with an appearance of a suburban house. Shaped in the form of a "T", the bottom of the "T" contains an entrance hall and administrative offices, infirmary and living quarters for the religious personnel. The top of the "T" is the back of the building and houses a wing for boys and a wing for girls. Each wing contains six apartments and accommodates thirty-two children. Each apartment provides the child with his own desk, bed, and private walk-in locker for clothes and personal belongings. There is one bath for every four children. Each bath has two wash basins, one tub, one shower, one toilet. In addition each wing has two bedrooms for sisters in charge and two living rooms, one for the children six through nine years of age, and one for the children ten through fourteen years of age. A combination study and dining room area adjoins the living rooms. The dining room in each wing has an individual kitchen for use in serving and for the children to pop popcorn, make candy, etc. In the center separating the two wings is the main kitchen, refrigeration storage, and the sisters' and chaplain's dining rooms.

A lower level under the main kitchen and one wing provides an indoor recreational area for the bad-weather days; storage rooms for clothing and materials; a barber shop; rest rooms; a two-room and bath apartment; a sewing room; a laundry; and a boiler room.

The building is fire proof and is air conditioned winter and summer. The present central service core units, e.g., kitchen, dining room, and recreation rooms will permit doubling of the sibling occupancy by the addition of living quarter wings for the children and apartment sisters.

The Ladies of Charity. The Ladies of Charity in Nashville and Chattanooga have secured new buildings for their operations. In 1962 the Nashville office operated a referral and welfare center located in the Diocesan Chancery Building. Early in 1963 they purchased a residential building at 217 Louise Avenue for \$42,000.00. A servants' building in the rear facing State Street was renovated at a cost of \$5,000.00 and is used as a Welfare Bureau.²²

In 1963 the Chattanooga Ladies of Charity in cooperation with the area charities office purchased a \$10,000.00 building in downtown Chattanooga.²³ The building now serves as a central office for referral and counseling and as a welfare office for the distribution of material assistance.

St. Vincent de Paul Society. In Nashville the Society has constructed a building valued at \$36,000.00, at 1108

²² This information was taken from files of the Ladies of Charity, Nashville, Tennessee.

²³ This information was secured from the files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

Charlotte Avenue. The building serves as a resale store. The land will be sold in 1970 and the Society has first option on the grounds for \$60,000. The land is located near the interbelt super highway link and an appraisal indicates the land will be worth \$180,000 in 1970.²⁴ The St. Vincent de Paul Society in Nashville is also responsible for the improvements at Marillac Manor discussed below.

St. Louise de Marillac Home for Ladies. In May, 1966 a three-story solid brick, five bedroom, and three bath house was rented at 1725 16th Avenue, South. In 1967 arrangements were made that monthly rent payments would apply toward the purchase of the house. In late 1967 renovation was started on the third floor which will eventually provide quarters for six additional occupants. The estimated value of the building is \$25,000.²⁵ The building, materials and labor are gifts from benefactors and no appraisal has been made of the property.

Development of Personnel

The development of professional personnel at the institutions under the direction of the Catholic Charities Office has been a gradual but steadily improving situation.

²⁴ This information was secured from the files of St. Vincent de Paul Society, Nashville, Tennessee.

²⁵ This estimate was secured from the files of St. Vincent de Paul Society, Nashville, Tennessee.

Both St. Mary Villa and St. Peter Home for Children are under the direction of a resident chaplain-director who assumes responsibility for the broad over-all direction of the home. A sister superior at each location is the administrator who handles the day by day supervision of the institution. A staff of six sisters at St. Mary Villa and sixteen sisters at St. Peter serve as prefects for the children and in supervising positions in the office, kitchen, laundry, and other departments. Transfers occur from time to time but normally only one or two sisters will lack a college degree or the equivalent of college training in fields directly related to child care.²⁶

The most outstanding personnel development has been the increased staff of qualified social workers. St. Peter Home for Children has a Casework-Director who is a member of the Academy of Certified Social Workers. He is assisted by a graduate social worker who is Director of the Adoption Program. Two college graduates in social sciences and one with three years casework experience serve as assistant caseworkers at the institution.

In July, 1967 St. Mary Villa employed a full-time caseworker who had passed the Tennessee Civil Service examination for a casework position.

²⁶ This information was secured from personnel records of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

St. Gerard Hall has engaged a full-time experienced caseworker who has completed one year of work towards a master's degree in social work.

The very high caliber of service rendered by the Ladies of Charity of Nashville requires special mention. Since 1910 the ladies have maintained an ample staff of charity workers serving throughout the community to meet emergency needs. While the agency falls short of meeting the standards of professional social work it is felt that the group's contribution as a group of volunteers and their exceptionally high standards make the lack of professionalism in their organization only a technical lack.

Development of Services--Institutions and Organizations.

The expansion of facilities and the leadership of professional personnel has resulted in continually improving services throughout the social welfare program. This section considers the more important developments and indicates the overall increasing growth and strength of Catholic Charities in the State of Tennessee.

St. Mary Villa. St. Mary Villa's basic service is child care on a twenty-four hour basis. Many activities such as medical and dental care, recreation program, and foster home program are established parts of the entire service.

In order to bring the program in line with current knowledge of institutional child care, the major service developed at the villa since 1962 is the psychiatric-psychological program. This program originated in 1966 under the sponsorship of the Executive Office with funds secured through Title I of the Federal Education Act and the use of projects under the Nashville Metropolitan School System. The program is designed to give professional aid to the children in overcoming the minor emotional problems that develop in dependent or neglected children coming from homes with social problems. The program is divided into two parts: (1) A staffing of the psychiatrist, psychologist, and sisters at which individual cases are discussed and an attempt is made to detect the problem and consider treatment and behavioral direction. (2) The psychiatrist and villa staff meet on a monthly basis for seminar type discussions of child development.²⁷ The results of the program are being watched closely by the doctors and staff, and is being evaluated by the Metropolitan School System. Due to the short period of time it has been in operation, no official evaluation has yet been made.

In compliance with a suggestion from the Department of Public Welfare that the children be given the opportunity

²⁷ This information was taken from the files of St. Mary Villa, Nashville, Tennessee.

to mix in the community as much as possible and that attendance at school away from the institution is beneficial to the to the child's overall development, the villa in June 1965 discontinued an elementary school of eight grades.²⁸ Because of the background of the children, many of them are experiencing difficulties in studies and are greatly in need of remedial assistance.

Table IV provides an analysis of the basic service rendered from 1962 through 1967. The continually declining average number of children has been caused essentially by an intentional reduction due to the move to the new building. An increase in attendance is expected to begin in September 1968. The increased daily cost per child is caused by the standard operating cost distributed over a lower number of children and improvement in program and building. The increased per cent of occupancy in 1967 is due to the move to the new building.

St. Peter Home for Children. The basic service provided by St. Peter Home is the individualized twenty-four hour care given each day to the dependent and neglected children of all faiths and races. The service provided is analyzed in Table V. The declining number of children is in line with the experience of other institutions providing

²⁸ Ibid.

TABLE IV
ST. MARY VILLA--CHILD CARE SERVICE

Year	Average Number of Children	Total Days Care	Per Cent Occupancy	Average Daily Cost per Child
1962	76	27,876	79.2	\$1.41
1963	73	26,644	77.6	1.64
1964	64	26,621	68.1	1.94
1965	62	22,388	65.1	2.13
1966	49	17,885	52.4	2.65
1967	37	13,505	57.8	3.23

Source: This information was taken from the files of St. Mary Villa, Nashville, Tennessee.

TABLE V
ST. PETER HOME FOR CHILDREN--CHILD CARE SERVICE

Year	Average Number of Children	Total Days Care	Average Daily Cost per Child
1962	127	46,355	\$3.02
1963	130	47,450	3.21
1964	129	47,085	3.18
1965	108	39,420	4.05
1966	112	40,880	4.16
1967	98	35,770	4.84

Source: This information was taken from the files of St. Peter Home for Children, Memphis, Tennessee

child care. The attempts to have children requiring long-term care placed in foster homes also affects the decrease. The rising cost is essentially due to the improved program, i.e., chaplain-director, foster home, ungraded classroom, director of casework.

Like St. Mary Villa, the home has many established activities for the children such as recreational programs, medical and dental care, and counseling for the parents.

Two new developments since 1962 have been (1) The Foster Home Program initiated in the fall of 1967. The purpose of the program is to place the child unable to adjust to institutional life or the child faced with long institutional care in a home environment. At the present time nine children from the home are living in a foster home. (2) Recognizing that many of the children are deprived culturally or prevented in other ways from achieving as they should, in the fall of 1967 the sisters, all qualified teachers, started a special ungraded classroom for those students requiring special help.

St. Peter Adoption Agency. Since 1962 an entirely revised professional procedure of adoption has been employed by the agency. It includes a complete casework evaluation of the prospective adoptive parents accomplished through correspondence, home and office interviews by the adoption worker, medical reports, the checking of references, con-

sultation between the director of adoptions and the allied agencies' caseworkers, and, when appropriate, the Director of Catholic Charities. The agency respects the religious heritage of children and places them with Catholic couples. There is a rapid turnover of infants at St. Peter Nursery to adoptive homes within the state of Tennessee, the legal and geographical limits that are imposed on the adoption agency. Thirty-seven children were placed for adoption in 1962; thirty-six in 1963; thirty-one in 1964; forty in 1965; sixty-two in 1966; and sixty in 1967.²⁹

St. Gerard Hall. Under the direction of the experienced caseworker, the program for St. Gerard Hall has been completely revised in the past six years. Acceptance policies, health care, wardrobe requirements, and house rules not previously required were established. A brochure was prepared to inform applicants of policies and to acquaint them with requirements for entry. Forms for application intake, medical examinations, and legal matters were developed.

The program includes individual casework with the unwed mothers, helping them to adjust to present conditions and plan for their future and the future of their children. In addition, new religious, recreational, and Gray Work programs have been developed to aid the mothers in their confinement

²⁹ This information was taken from the files of the St. Peter Child Placement Agency, Memphis, Tennessee.

and help them in rehabilitation and adjustment.

St. Gerard Hall admitted twenty-six in 1962; twenty-seven in 1963; twenty-five in 1964; twenty-three in 1965; twenty-eight in 1966; and twenty eight in 1967.³⁰ Referrals from the more conservative, long established social agencies in Memphis evidence the growth and professional acceptance of this institution.

Ladies of Charity. Since 1962 the Ladies of Charity in Nashville have operated under the auspices of Catholic Charities of Tennessee, Inc. The Executive Director of Charities is the moderator of the group and has provided the leadership and professional guidance necessary for the ladies' organization to develop in line with the concepts of social work. The steady growth of the organization is evident in the self-explanatory statistical information given in Table VI.

The principal work of the Ladies of Charity in Memphis since 1962 has been to raise the professional standards of the St. Gerard Maternity Home. St. Gerard Hall is the principal project of the ladies. A description of the development at St. Gerard was given earlier in this study. The efforts to have the ladies work as volunteers in the

³⁰ This information was secured from files of St. Gerard Hall, Memphis, Tennessee.

TABLE VI
SERVICES OF LADIES OF CHARITY--NASHVILLE

	Fami- lies Aided	Number Persons Served	Re- ferrals Rec'd.	Finan- cial Aid	Grocery Baskets Disp'ed	Articles Clothing Disp'ed	Christmas Baskets Dispensed	Tons of Coal Disp'ed	Total Volunteer Hours
1962	1023	3506	249	\$31,987	1697	1732	262	29	18,972 over
1963	828	3657	313	29,594	1650	3257	262	62	20,000 over
1964	1371	4090	413	30,777	1681	4387	278	79	25,000 over
1965	1585	4865	524	32,834	2080	3583	300	-	25,000 over
1966	1720	4980	793	39,122	2317	3604	300	-	25,000 over
1967	1830	5212	812	36,786	2232	4331	300	74	25,000

Source: This information was taken from the records of the Ladies of Charity,
Nashville, Tennessee.

charity area office have not been satisfactory. Until November, 1967 the ladies administered emergency aid by (1) considering individual cases at their monthly board meeting or (2) through four charity workers investigating requests and distributing material aid. In November, 1967 the ladies agreed to channel all of their calls for aid to the area charity office. The area office will investigate and refer the request to the proper agency, including the ladies, if their group can meet the individual need. It is believed this arrangement will enable the ladies to cooperate with the Charities Office without losing its autonomy. The group has not kept records of the services provided from 1962 through 1967.

Since its founding in 1962 the organization in Chattanooga has experienced guidance and leadership through the Executive and area offices. The professional direction given is evidenced by the statistics in Table VII which reflect the growth and service of the office. The receipts in 1963 actually reflect donations of \$3,860 and a \$10,500 loan. The receipts for all the remaining years 1964 to 1967 are donations made to the ladies for the operation of the organization.

In both 1965 and 1966 the Ladies of Charity in Knoxville received a \$1500 donation. The ladies paid benefits of \$786 in 1965 and \$1311 in 1967. The ladies contribute \$50 per month towards the St. Gerard Maternity Home and assume

TABLE VII
SERVICES OF THE LADIES OF CHARITY--CHATTANOOGA

	<u>Receipts</u>	<u>Disbursements</u>
1963	\$14,360	\$12,296
1964	5,212	5,597
1965	9,550	9,047
1966	8,100	8,688
1967	18,533	10,863

Source: This information was taken from the files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

the entire cost at the home for any girl unable to pay.³¹
A study is presently being made to determine the needs and best method of development for this location. It is hoped that expanded facilities, personnel and services will develop from the knowledge gained.

St. Vincent de Paul Society. In order to finance various charity projects, St. Vincent de Paul in Nashville established a resale store. The merchandise offered for resale was secured from donations of second hand clothing and other resaleable articles. The growth of the store and its ability to finance projects may be judged by records of receipts and disbursements given in Table VIII. In 1963 receipts and disbursements are for two and one half months as the store opened in October 1963.

A brief summary of the services provided from the profits of the store is given below:

Clothing: The store provides free clothing to those in need and unable to pay. Records kept on the number of articles distributed are not accurate, but a conservative estimate is approximately 7300 articles such as shoes, dresses, pants, coats, and suits are given away each year.³²

³¹ This information was secured from files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

³² This information was taken from the files of the St. Vincent de Paul Society, Nashville, Tennessee.

TABLE VIII
ST. VINCENT DE PAUL SOCIETY--NASHVILLE

	<u>Receipts</u>	<u>Disbursements</u>
1963	\$ 706	\$ 635
1964	12,291	13,006
1965	15,143	15,086
1966	15,420	15,000
1967	16,372	16,000

Source: This information was secured from the files of the St. Vincent de Paul Society, Nashville, Tennessee.

Soup Kitchen: Approximately 3650 meals per year are served to the transients and alcoholics by the store.³³

Lodging: Approximately 200 to 250 men annually receive overnight accommodations at an inexpensive local hotel or the Y.M.C.A.³⁴

Parolees: Financial assistance and direction are given to prisoners released from the state penitentiary. A review of the records indicates that ten such men have been helped at approximately \$150 each or a total cost of \$1,500.³⁵

Samaritan House: A home for alcoholic men was initiated by the moderator of the St. Vincent de Paul Society. The Resale Store was the sole support of the project and donated a total of \$6,816.71 on a monthly basis throughout the years of 1964 and 1965.³⁶ Once the organization was established, support was received from the State Mental Health Department and the Society withdrew the monthly donation of the resale store.

Marillac Manor: The development at this location is best indicated by both the number of women the program has

³³ Ibid.

³⁴ Ibid.

³⁵ Ibid.

³⁶ Ibid.

helped and of the outstanding degree of success in rehabilitation of these women. The program is analyzed in Table IX.

St. Vincent de Paul in Memphis continues to function independently of the area Charities Office. There is, however, a good spirit of cooperation between the two organizations and the area office has received considerable financial support from the society in meeting the needs of those requiring assistance. The total expenditures for services given in Table X provides a good indicator of the importance of the society in the Memphis area. Three parish councils failed to submit their reports in time for inclusion in the annual report and are, therefore, not included in the Table.

The Affiliated Institutions and Organizations

There have been developments in the professional standards, facilities, and services of the affiliated institutions and organizations operating within the Diocese. The Catholic Charities Office has been aware of the changes and, in a few instances, have been instrumental in stimulating the changes. Inasmuch as these are affiliations and not considered a part of our study, the few comments made here are confined to the part which the Charities Office had in bringing about the development.

In 1962 the Good Shepherd Home for delinquent girls was housed in a building badly in need of repairs on ground that had greatly increased in value because of growth and

TABLE IX
ST. LOUISE DE MARILLAC HOME FOR LADIES
REHABILITATION PROGRAM
March 17, 1965 - December 31, 1967

Present Residents	
Working daily at jobs	3
Working part-time	1
Attending school	1
Working at the home	<u>1</u>
	6
Previous Residents	
Functioning properly	42
Returned to job	1
Deceased	2
Unaccounted for	<u>5</u>
	50
Total Residents	56

Source: This information was secured from the files of the St. Vincent de Paul Society, Nashville, Tennessee.

TABLE X
EXPENDITURES FOR SERVICES OF ST. VINCENT DE PAUL SOCIETY--MEMPHIS

	For Food	Cash Grants	Rents Paid	Clothing & Shoes	Fuel	Tuition & Books	Hospital Expenses	Religious Books
1962	\$5,911	\$1,752	\$2,738	\$274	\$997	\$1,701	\$525	\$5,955
1963	5,373	2,395	2,359	277	648	1,106	534	5,614
1964	5,343	1,456	1,839	285	526	1,552	7,239	5,280
1965	4,336	1,509	1,354	237	349	1,286	801	6,222
1966	4,071	1,741	1,506	83	374	1,913	427	5,686
1967	5,004	1,619	1,578	382	751	1,396	951	6,124

Source: This information was secured from the Particular Council of the St. Vincent de Paul Society, Memphis, Tennessee.

expansion of the city and commercialization of the area. The name, Good Shepherd, was not as well accepted by the public as in past years for it brought to mind very unruly, morally corrupt girls and this gave a distorted picture of the true work being done. Through conversation with the Catholic Charities Office, awareness of these facts brought about the decision to sell the land and to construct a new home in a suburban location. The construction of the building cost \$1,200,000 and includes within one rambling building a cottage-type program; school building; gymnasium; staff, volunteer, and medical offices; guest area; chapel; sisters' quarters; and kitchen area.³⁷ The name changed to De Neuville Heights is most acceptable and "well tuned" to the mental outlook of contemporary society. The Catholic Charities Office has also assisted the group by working with them on their budget committees.

The homes for the aged have expanded their services by liberalizing their eligibility requirements. Holy Family now considers applications from married couples desiring residence together; Ave Maria, formerly just for women, now accepts men; and Alexian Brothers Home for the Retired, formerly just for men, now accepts women.

Perhaps the most important service rendered by Catholic Charities to the affiliates has been that given to the Seventh

³⁷ This information was taken from files of Catholic Charities of Tennessee, Inc., Executive Office, Nashville, Tennessee.

Avenue Educational Center. The Catholic Charities Office submitted the proposal for the Center to the Metropolitan Action Commission in 1964 and on February 21, 1966, it was founded by MAC as a community action, neighborhood-operated center.

In 1966 the Catholic Charities of Tennessee, Inc., at a cost of \$4,550 renovated an old abandoned school building in a core poverty area in North Nashville.³⁸ The renovation provided for expanded classroom, play area, central heat, and air conditioning.

The program is administered by an Executive Director having a master's degree in teaching. She is assisted by a caseworker who has a bachelor of arts degree and one year of casework experience. Two college trained teacher's aides work directly with the children.

The program provides day care and kindergarten for children ages four to six. A special feature of the program is to provide through formal education an upgrading in both knowledge and skills as well as motivation for helping underprivileged children in meeting the first grade of school successfully.

³⁸ This information was taken from files of the Seventh Avenue Educational Center, Nashville, Tennessee.

V. AN ANALYSIS OF THE DEVELOPMENT OF THE INSTITUTIONS AND ORGANIZATIONS

Many of the major problems existing in 1962 at the institutions have been corrected. Professional leadership has been secured and the boards of directors at the institutional locations have been reorganized to provide the leadership required by the Department of Public Welfare.

St. Mary Villa has a new building and both the villa and the St. Peter Home have a psychiatric-psychological program to care for the children with mild emotional disturbances. The appointment of resident chaplain-directors to both locations has enabled the sister-administrators to devote full-time to supervision of the child-care program. The St. Peter Adoption Agency has installed an entirely revised professional procedure of adoptions.

St. Gerard Maternity Home has developed professional standards. It is now recognized by the Department of Public Welfare and conservative, well-established, social agencies as one of the outstanding homes for unwed expectant mothers.

The Ladies of Charity at Nashville and Chattanooga have purchased a new building and under professional direction have expanded their services in accordance with the abilities of a volunteer organization.

The St. Vincent de Paul Society at Nashville under the direction of the priest-moderator has developed multiple services to care for the severely burdened and poverty-

stricken individuals. The society in Memphis continues to provide a high percentage of the Catholic charity in the area.

Finally, the affiliates and auxiliaries receive the full cooperation of the Catholic Charities Office and the services provided by their agencies is developing and fulfilling an important need.

Conversely, it should be recognized that the failure of St. Mary Villa to increase the number of children under care has increased the average cost per child. An increase in the percentage of occupancy would lower this average cost and give more children the opportunity to profit by the program without substantially increasing the total cost. The attendance of the villa children at public schools has provided the opportunity to mix in the community, but adjustment to education standards is difficult because of their backgrounds. The appointment of the chaplain-director has not yet achieved the desired performance due to various other assignments given to the priest.

The St. Peter Home has not yet been able to construct a new building. The chaplain-director has been changed once and the presently appointed one has multiple duties that impede full direction of his responsibilities at the home.

The Ladies of Charity in Memphis have not been fully incorporated into the work of the Catholic charities area office as desired. The new arrangements agreed upon in

November of 1968 cannot be properly evaluated until experience is available. The development at Knoxville has been especially slow due to the fact that the priest assigned as the area Director is also a teacher at the Catholic high school and chaplain at the hospital.

The St. Vincent de Paul Society has ceased to exist in Knoxville and Chattanooga. The society in Memphis has been cooperative, but has remained independent and distant from the suggestion of control or coordination through the area office. The society in Nashville has also experienced difficulty in cooperating with the control exercised through the Executive Office which has prevented the programs from developing as efficiently as desirable.

Finally, St. Gerard Hall is located in an area rapidly becoming commercial and therefore, unsuitable for the services provided. The building is also old and the cost of upkeep increases each year.

CHAPTER V

RECOMMENDATIONS AND CONCLUSIONS

The establishment of the organizational structure and the growth of facilities, services, and professional standards of Catholic Charities in Tennessee during the past six years is commendable. The progress indicates that the established guidelines should remain in use as a base for future expansion. While fulfillment of the "long-range" plans continue to evolve, the following recommendations are suggested for inclusion in the present plans and as immediate solutions to increasing the effectiveness and efficiency of the existing situation.

I. RECOMMENDATIONS FOR PERSONNEL PROBLEMS

Director of Catholic Charities

It is recommended that the position of Secretary to the Bishop for Civic Concerns be separated from that of Director of Catholic Charities. The assignment of both responsibilities to one location has lead to a confusion in the public mind and in the priests' understanding of the proper duties of the Director of Catholic Charities. Further, the responsibilities of the two positions are intellectually and physically demanding and cannot properly be handled over

a long period of time without detriment to the purpose of the office and the mental and physical health of the individual assigned to the position.

Additional and Improved Personnel

It is of prime importance that the professional personnel be stabilized and increased at each location and that responsibility for the advancement of the agency be placed with the personnel at the location.

Consideration should be given to annual conferences for the professional workers in order to obtain esprit de corps and knowledge for their position in the Catholic social welfare program. Diocesan officers, newsletters, and projects should come under consideration.

The Priest Potential

The fundamental purpose of the charities office is to aid the parish priest. First consideration, therefore, should be given to the development of his full potential in the apostolate of charity.

The average priest has either through seminary training or experience an above average knowledge of the social services available through community resources. Most priests assist parishioners daily in the solution of social problems. Yet, most priests become aware of community resources only in indirect ways. A basic program in the Catholic Charities Office should be one that directly acquaints

the priests with the resources of the Catholic Charities Office and his local community. Such a program might include the distribution of booklets listing the community agencies, the purpose and service, and the names of personnel to contact. Periodical and promotional material could be released, keeping the priests current on the changes that occur and encouraging them to become acquainted with and active in using the Charities Office and community resources. At clergy conferences a period could be devoted to the charity program. A meeting could be held with the newly ordained to explain local services, visit agencies, and encourage use of the resources as their ministry requires.

In addition to assisting the priests serve his own parishioners better by improvement of his knowledge of the community and Charities Office resources, it is suggested that the priests be more closely identified with their parishioners who make a direct contact to the Charities Office. Most priests in addition to theology have studied psychology, fundamental psychiatry, counseling procedures, and many social courses. Most parishes are able to meet the minor emergency material needs of the parishioners. A Catholic whose case originates at the Charities Office should be referred to his parish whenever possible. This would evolve a clearer understanding of the division of services between the parishes and the Charities Office as will be discussed later in this chapter.

The main point of the two recommendations concerning priests in the diocese is that their talents be properly cultivated in works of charity as the most important part of the program. The Catholic Charities Office has the responsibility of developing a program that will keep the priests current of tools available to them so that they can function in each individual case that arises in a professional manner without the necessity of dependence upon the Charities Office.

The Potential of the Laity

The Catholic Charities Office often receives calls from civic and private groups asking for Catholic representation in their program. It is, therefore, recommended that in addition to the organized volunteer groups that opportunities be provided for the laity to be drawn into charity works on an individual basis for specific tasks. This could be accomplished through the lay members of the Board of Catholic Charities. Committees of the board could form resource pools of qualified men and women available to represent the Catholic Community when requests from civic and private groups are received. Within the recent past such requests have been received from Nashville Mental Health Center, Outlook Nashville, and Senior Citizens.

Volunteer Organizations of Men

Except in Memphis no representative male group is active in the Catholic Charities apostolate on an organ-

izational basis. It is recommended that special consideration be given to drawing upon the services of men of the diocese through the use of the St. Vincent de Paul organization.

The St. Vincent de Paul Society organized on a parish level cooperates with, yet has retained a certain independence from the Catholic Charities Office. The special place of this group and the service they provide is recognized by the National Association of Catholic Charities. It is recommended that the separation be recognized on the diocesan level in the state of Tennessee.

Scholarships

Contemporary social work practice is witnessing a tremendous revolution in the field of public welfare. The Catholic Church as a result of Vatican II is in a period of tremendous transition. Every informed Catholic recognizes that the pluralistic society requires the education of American citizens from multiple sources. It is equally true that every informed Catholic recognizes his responsibility to spell out an adequate philosophy upon which the programs of social welfare must be grounded and directed. In a Catholic Charities Office the humanitarian endeavor must be motivated and guided by Christianity.¹

¹ Frank J. Capler, "Social Work and Catholic Thought," The Catholic Charities Review, LIX (November, 1965), 6

The Catholic social worker is continually exposed to the dangers inherent in the rise of modern science. Often in secular education by minimizing the Christian philosophic base, a scientific rationale is proposed as the ultimate answer to human problems. Increased specialization which tackles one particular root problem is accomplished at the sacrifice of philosophical values. Scientific rationale is necessary and should be respected but it is not the total solution to human problems.² It is the writer's conviction that integration of the Catholic philosophy and social work science can best be secured from a Catholic University.

It is pointed out that all of the scholarships granted by Catholic Charities of Tennessee have been to non-Catholic universities. Without intended offense to the excellent programs of the non-Catholic schools it is strongly recommended that this imbalance be corrected for the reasons stated above.

II. RECOMMENDATIONS FOR FACILITIES

The expanded office space, relocation and new buildings planned for the Nashville Charities Office, St. Gerard Hall and St. Peter Home for Children as well as the consideration being given to the needs of the St. Vincent de Paul project in Nashville is most heartily recommended.

One basic recommendation in the proposed change is that all concerned parties be consulted before initial

² Ibid. p.7.

and final decisions are made regarding floor plans, construction, materials, and furnishings. Practical experience indicates that a combination of the personnel and professional contractors is most beneficial. The cook and the secretary can often inform the architect and contractor of the most elementary considerations that will permit the most efficient planning for a new facility.

III. RECOMMENDATIONS FOR SERVICES

Serving the Proper Purpose and Function

It is recommended that the services of the Catholic Charities Office be limited in practice to those formally outlined for the purpose and function of the organization. Specifically this means stimulating, encouraging, directing, and observing, but not directly controlling, administering or supervising the various charitable organizations within the state, with the exception of the direct casework service which is controlled by the Charities Office.

In order to properly fulfill its purpose, the Charities Office should free itself as rapidly as possible from the direct responsibilities of immediate direction and administration at the various locations. Further, it is recommended that the expansion of existing programs and installation of new programs be curtailed until the personnel of the locations are sufficiently developed and able to assume the responsibility for the growth of the program with the support and assistance of the Executive Charities Office.

Uniformity and Standardization

A manual of the formalized policies regulating Catholic Charities and the organizations as well as the relationship and responsibilities of each location should be prepared. Standard forms should be developed for quarterly and annual statistical reporting. Also, the same name should apply at all locations for like services.

Direct Casework Service

Direct casework services which transfer counseling or responsibility from the priest to the social worker require division and clarification:

1. Charities Office cases such as foster homes and adoption services should be clearly defined and distinguished from cases such as transient men and various forms of emergency aid, which overlap with parish charity and are available at the Charity Office only as an additional resource or convenience.

2. For the services that overlap, definite norms should be established to indicate when emergency and counseling cases cease to be a parish responsibility and become a responsibility of the Charities Office.

3. It is recommended for cases originating in the Charities Office that an individual, if Catholic, be referred whenever possible to his pastor for private counseling.

4. For Catholics without local residence and non-Catholics requesting counseling, an arrangement with pastors

should be determined in order to provide the required counseling services.

5. The program for transient men and women should be placed under study for redevelopment and transferred to the operation of a male volunteer organization.

IV. CONCLUSION

This study shows that according to its underlying philosophy a Catholic Charities Office is constituted as an aid to the Bishop and exists as an auxiliary to the parish for the express purpose of increasing the effectiveness of the priest in ministering to the needs of his people. As a result the actual work of the Catholic Charities Office may be divided into two broad functions. First, a direct contact with the priest assisting him to improve his own working ability in the apostolate of charity to the most desirable maximum. Second, a function of the Charities Office is to aid the priest by providing particular specialized services beyond the capabilities of the average parish.

The study describes how Catholic Charities in Tennessee has met the above responsibilities by: first, incorporating and establishing area offices to cooperate with the local clergy and public and private charitable institutions; secondly, by developing and establishing particular services beyond the capabilities of the average parish.

The study then traced the development of services, facilities, and professional standards that have occurred from 1962 through 1967. Although there has been some variance in the degree of development at the different locations, a positive development has resulted in improved services, facilities, and professional standards that are indicated by:

1. The new services instituted such as the foster care counseling, day care, and the program for alcoholic women.
2. The expansion and improvement of services to meet contemporary needs such as those which have occurred at St. Peter Home for Children, St. Mary Villa, St. Gerard Hall, the Ladies of Charity, and the Catholic Charities Offices.
3. The additional and improved facilities such as the new St. Mary Villa Building, the new locations for the Ladies of Charity, and the Charity Office locations.
4. Personnel development that has resulted in the employment of two additional social workers with Master Degrees in Social Work. Nine college graduates with degrees in education and the social sciences are now employees serving in various locations. Further, four of these new employees have had previous casework experience.

The study shows that an attempt has been made to aid the parish priest by the establishment of the area offices. No specific program, however, has been started to help the

priest apply his own working abilities in the apostolate of charity. The major emphasis in the growth of Catholic Charities in Tennessee has been in providing the specialized services and institutional care beyond the capabilities of the parishes.

The area offices are informational and referral contact points for both the clergy and the general public and operate on the assumption that priests needing assistance will initiate contact. The offices have been beneficial to the priests, but have not met the basic requirement of enabling the priests to function separately and without total dependence on the Charities Office in each individual case.

Services and institutions beyond the capabilities of the individual parishes have been provided by continually expanding services and facilities with a limited growth in personnel. This has resulted in the direction of the agencies being assumed by the Executive Director through an ex officio membership on the boards of directors. The overall effect has been to hold the potential of each location latent while pyramiding central control and authority in the Executive Office on a most shallow foundation. Necessity may have been sufficient reason for the present situation but continual operation in this manner is a violation of the principle of subsidiarity as set forth by Pius XI in his encyclical, *Reconstructing the Social Order*. Continual operation in this manner endangers the permanent stability of the

program by placing extreme responsibility and dependence upon the inadequately staffed Executive Office.

The appointment of the Executive Director of Catholic Charities to additional duties as secretary for Civic Concerns has complicated the understanding of the priests and general public concerning the purpose and function of the Charities Office. The combination of responsibilities in the Executive Office of Catholic Charities has developed the viewpoint that the Charities Office is a center of power and authority rather than an auxiliary to the parishes with the express purpose of assisting the priests in the apostolate of charity.

The growth of Catholic Charities in Tennessee during the past six years has been impressive. The major problems have been met and overcome. The study shows that greater emphasis can be placed upon the development of the priests' potential and the agencies' potential. The priests' and agencies' assuming full responsibility of the services and programs properly in their authority will enable the Charities Office to fulfill its purpose and function of stimulating, coordinating, and cooperating with the development of charity works in the Diocese of Nashville.

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Louis Jules Junod was born in New Orleans, Louisiana, on September 20, 1924. He received a Bachelor of Science Degree in Business Administration from Louisiana State University, Baton Rouge, Louisiana, in June, 1948. He was ordained to the priesthood on June 3, 1965, at St. Joseph Abbey in Covington, Louisiana after completing studies in philosophy in 1961 at St. Mary College in Kentucky and theological studies in 1965 at St. Meinrad Seminary in Indiana. He entered the University of Tennessee School of Social Work in September, 1966.

After completing studies at Louisiana State University in 1948, he was associated with the Equitable Life Assurance Society of the United States for ten years. He was Assistant Divisional Manager of the Mid-South Group Department when he terminated employment in 1958 to begin studies for the priesthood. After ordination he served as Assistant Pastor for one year at St. Louis Church in Memphis, Tennessee. He is presently assigned as Chaplain-Director of St. Mary Villa, a home for children in Nashville, Tennessee.